



## Kentucky State University Implementation Plan In Response to the Campus Visit of the Committee on Equal Opportunities (CEO) of CPE

CEO Recommendations	KSU Response/Activity Implemented
<b>I. General</b>	
1. Rather than ignoring the perceptions of the public, students, faculty, and staff regarding the image of the campus, they should be embraced and efforts should be put in place to promote the institution and diversity through campus programs.	That is precisely what KSU is doing. We have made the HBCU mission a high priority without harming the liberal arts and Land Grant mission. The HBCU perception that somehow is associated with “inferior” students has been tackled head on. We are an institution steeped in the HBCU tradition of openness and accessibility, willing to go the extra mile to prepare our students for life. That perception exists among some faculty members who do not embrace the “holistic” approach to education that HBCU’s utilize. On the other hand, by adding new programs and changing the organizational culture of the university, we have sent a message to both faculty and staff that KSU has moved past the pattern of settling for less (low expectations). The University is in the process of finalizing a marketing plan (see attached).
2. The university academic community should develop stronger relationships within the larger Frankfort community where partnerships are key to student recruitment, support for university programs and activities, and promoting the positive reputation of the university. The academic affairs leadership was identified by focus groups as the appropriate administrative unit to lead the conversation with community stakeholders to overcome perceived negative images/stereotypes and encourage more students to enroll at the university.	A stronger role for faculty involvement in the community is being planned through the university’s Regional Stewardship Program.
3. The university should confirm agreements with UK, U. of L., and NKU regarding access to professional schools by KSU graduates and more prominently market those opportunities when recruiting. Focus group participants noted that concerns remain regarding efforts to market the quality of the students, as well as special access for professional school admission. A stronger effort should be made by the university to create more opportunity through implementation of these goals. (The university indicated that meetings were held with UK and U. of L. to reaffirm their commitment to the programs.)	The university has had recent discussions on re-energizing these programs to get more minority students into graduate and professional schools in Kentucky. President Sias has set up a meeting with Dr. Lee Todd and relevant Deans at UK to discuss how these agreements can be improved. The same meetings will be set up with Dr. Votruba at NKU and Dr. Ramsey at U of L. A stronger effort will be made through university recruiters to inform students of the opportunities for advancement in professional schools at UK, U. of L., and NKU. Through internal professional advisors, program awareness activities will be conducted to increase participation.

<p>4. The university should expand its first-year programs (Summer Bridge Program) to assist students to adjust to the rigors of college life and provide additional guidance for programs that support the professional development of faculty and staff.</p>	<p>The university has expanded the Academic Bridge Program in each of the three summers that the program has existed; and the university plans to expand the program each summer thereafter to the extent that available funding will allow. This summer the university is spending more than \$300,000 and has dramatically decreased the cost to the student so that they only pay the cost of the textbook. Our preliminary results from the first two cohorts indicate a high retention rate of students in each cohort.</p> <p>The President and the Provost have informed the faculty and staff of monies available for financial support for professional development activities at each fall and spring faculty convocation and each faculty meeting. The University has budgeted over \$90,000 in Action Agenda and Title III Funds for faculty training and development.</p>
<p>5. The university should further strengthen and coordinate more closely strategies to increase retention and graduation rates of both majority and minority students. Degree production is a high priority for postsecondary education institutions. KSU should consider conducting a desk audit of its advising policies and procedures and use the results to develop guidelines that are consistent across colleges and departments.</p>	<p>The enhancement of the university's system for faculty advising is a prime objective of the administration and the students. The University has added a Director of Advising and has conducted desk audits. As a result, recommendations have been made to change policies that have negatively impacted student retention rates. Also, faculty members are routinely trained to use the University student databases and are made aware of student degree requirements. The University is prepared to provide more rigorous training.</p> <p>Clearly, KSU, like all Universities, must focus on retention and graduation rates for all of its students. For example, the Academic Bridge Program focuses on improving the preparation and retention of KSU students. The University is also prepared to provide students leaving the Academic Bridge Program with mentors to ensure continued success. The University is providing "degree completer" awards to deserving students close to graduation. Moreover, the University is using CPE data to identify students near graduation and assist them in completing their degrees.</p>
<p>6. Customer service in the Department of Public Safety should be reviewed and improved. Students voiced strong concern about their treatment by staff in the department. Students stated that staff members exhibited non-professional behavior, and several students were allegedly presented with unjust parking citations, impoliteness, and a general lack of interest in providing assistance. Students did not indicate that they experienced harassment by local police in the Frankfort community. (The university noted that a peer review is planned.)</p>	<p>The University recently completed a peer review of the campus police department and will be making appropriate changes to implement recommended changes beginning July 1, 2007. Additionally, police officers have received sensitivity training and will continue to receive ongoing in-service training.</p>
<p>7. KSU should promote the Whitney Young Program and focus special attention on re-establishing the</p>	<p>KSU agrees that the programs that are attractive to students should be promoted. In the past, access to funding has been an issue in the promotion of specific programs. Whitney Young,</p>

Governor's Minority Student College Preparation Program as well as establish a GEAR UP Program.	<p>Teachers' Education, Business, Psychology, Master Programs, and our program of distinction should (need) to be promoted better.</p> <p>The University is exploring the possibility of reinstating the GEAR UP Program.</p>
<b>II. Student Issues</b>	
1. While the university had noted that some of the issues raised had been addressed, students suggested that the university increase the level of attention to accommodations, cleanliness, and upkeep in residence halls. It is suggested that a greater level of accountability of housing management is needed to insure that a proper living environment is provided to students.	<p>These issues have been a concern of the university for over two years. The University has developed an annual summer "make-ready" plan. Two years ago the university spent approximately \$300,000 on cleaning, renovating, replacing furniture in Young Hall. Last summer Combs Hall was completely refurbished with new carpeting, painting, tile, and furniture. Additionally, carpet was replaced in parts of Chandler and Kentucky Halls along with general cleaning. Door repairs were made in McCullen Hall. This summer, Hunter Hall will completely refurbished and new carpeting will be installed in Chandler and Kentucky Hall.</p> <p>Subsequent to the CEO visit, senior administration met with student leaders to hear their concerns concerning the residence halls. The University has subsequently addressed each issue that was raised and taken necessary action.</p>
2. Customer service in the Financial Aid Office should be reviewed and improved. Students indicated that the office has improved this semester; however, a higher level of professionalism is desired. Students stated that staff members exhibited unprofessional behavior, including bad attitude, rudeness, impoliteness, and a general lack of interest in providing assistance. The unavailability of office staff throughout the day interferes with the students' ability to access information essential to receive aid.	The Financial Aid office has been reviewed twice within the last two years and recommendations were made as it relates to process and customer service. Students have noticed that customer service has improved; this shows progress on our implementation of the recommendations. We continue to concentrate on the performance of this office, particularly in light of the fact that the university will be offering a wider array of financial assistance to students. Customer service training will be provided to key personnel. Office hours will be extended, particularly during peak hours, to address the needs of non-traditional students.
3. The university should review its procedures for un-announced inspections of student residences and clearly communicate them to students. Students complained that security officers invaded their privacy and conducted random room checks without providing understandable explanations.	University policies and procedures have been reviewed as they relate to inspection of student residences. The University will ensure that students receive clear communication about inspection policies.
4. The university should consider establishing a program that requires the campus safety office to regularly meet with students in the residential areas to foster a better relationship. Similar to other institutions, these programs can be useful to help students and safety officers to develop an understanding that security provides safety for students rather than just law enforcement. Also, the Department of Public Safety should provide mandatory interpersonal	The university has had discussions with the Chief about establishing such a program. The police shall walk the campus so that more positive interaction can occur between the police and the students. It has been made clear to the Chief that all KSU employees have a dual role on campus. Education is also a responsibility whether directly or indirectly – whether by example or by direct interaction. Such educational topics as traffic law, how to conduct yourself when police stop you and simply everyday commonsense should/could be communicated to the students by the police. Training is also emphasized.

communication training for all staff.	
5. Nontraditional students suggested that more attention should be given to addressing scheduling conflicts for labs and clinical requirements, particularly in circumstances where they work full-time; alternative schedules should be available. Several students stated that clinical hours for weekend nursing students are scheduled during the morning hours when students are employed in full-time off-campus positions.	This is a concern of the administration for both traditional and non- traditional students. Many of our traditional students must work jobs off campus to support their education. The university is addressing this by requiring Deans and Chairs to set the class schedules to accommodate students – both time schedules and academic schedules. A review is being made of the schedules as the University prepares future schedules of classes.
<b>III. Recruitment, Admissions, and Retention Initiatives</b>	
1. While the President and Cabinet are continually reviewing and addressing these issues, the Committee believes the university should promote financial access for students; financial aid is critical to students that may fall within the gap of not qualifying for federal grants/aid and are not awarded scholarships. The availability of funds should be made known to students by the Financial Aid Office.	The University believes that the promotion of financial access is critically important to students. The University has refined its system of communicating financial scholarship and financial aid information that will ensure greater availability at multiple points of access.
2. The university should increase its presence and connectedness in the local community and provide targeted marketing materials that also are integrated into the general marketing program of the university. This would ensure that a consistent message regarding the institution is received by the public.	This has been addressed in General Section #1. Additionally, senior officials are currently co-chairing a KSU/Frankfort Task Force that has as its objective to increase collaboration for the good and growth of the community and region.
3. The university should identify scholarships to support students who transfer from community and technical colleges, align scholarship policies with time to graduation, and inform students regarding the time-limited availability of scholarships/aid.	The University has already provided scholarships for transfer students and has developed a number of articulation agreements with KCTCS institutions. The transfer scholarships availability is delineated in the scholarship brochure, through information on-line, and in the Financial Aid Office. Where appropriate, the University is assigning and locating staff at community and technical college sites to assist transfer students in preparing for movement to the KSU campus. For example, KSU will have a full-time employee at BCTC this coming Fall to recruit potential transfer students.
4. The university should consider using detailed retention data by department and college to develop retention strategies and evaluate the value of a retention committee to focus exclusively on the retention of under-represented minority groups at both the undergraduate and graduate levels.	The University will insure that data compiled by our Institutional Research staff is used in developing retention programs. The President has asked the Provost to instruct the Director of Advising to meet with the Institutional Research Director to review, analyze and react to the trends that appear related to retention.
5. The university should consider the value of linking several key programs/services (degree audit, faculty advising, and retention) to officially inform the student	The University will begin, starting in Fall 2007, notifying students with 90+ hours of their degree completion status and advise them what they need to do to complete their degrees in a timely fashion.

of their status toward fulfilling the requirements for graduation at the beginning of each academic year. A formal process of notifying students of their status should increase the retention and the graduation rate.	The Provost is encouraging more accountability from the Deans and Chairs as it relates to guiding students through graduation.
6. There is concern regarding the potential effectiveness of the recruitment plan, follow up procedures, as well as the communication plan proposed for recruitment and admissions. While presenters insisted that the plan of action would be effective, there was inconsistency of understanding among the units responsible for implementation. Additional clarity of the plan, understanding of unit roles and responsibilities, and expectations of collaboration among and between units is needed.	The University feels it has an effective plan to recruit students as evidenced by the growth in the freshman class in the last two years. The University will communicate more clearly to faculty and staff the particulars of the recruitment plan.
<b>IV. Communication</b>	
1. The university should identify relationship channels to more effectively develop recruitment activities, as well as establish a reliable link with the leadership in African American, Hispanic, and Caucasian communities. The relationships are critical to building the level of trust needed to consistently increase the applicant pool and enrollment of students at KSU.	The University feels that it has effective channels to the African-American and Hispanic communities. It has a diverse recruitment team with effective relationships with various cohorts in the African-American, Hispanic, and Caucasian communities. The University has developed a number of initiatives with the Hispanic community recently. Our Land-Grant Program also hired a person to coordinate Hispanic initiatives through our Extension function.
2. KSU should promote consistency of messages between offices, departments, and colleges. Also, CEO members noted that none of the focus group discussions referenced the role, if any, of the postsecondary education Public Agenda in the strategies for recruitment, retention, or graduation initiatives.	The University is working consistently to convey its message and mission to the all constituency groups. It has updated its mission statement this year and placed it on the university's website.
3. The university should consider establishing a central location for faculty and staff to obtain information and provide input/suggestions regarding activities and programs that support career advancement.	The University is redefining the training role of the Office of Human Relations. After this process is complete, a message will be conveyed to all faculty and staff indicating that this will be the location of all training.
4. The student recruitment and financial aid offices should collaborate, develop, and maintain a comprehensive plan to ensure that interested students receive appropriate information in an efficient manner. One stop shopping should be an option.	The University is exploring one-stop service for all students.
5. The university should clarify the role of the Whitney Young School of Honors and Liberal Studies. The	Liberal Studies is seen as an essential component of the mission of KSU. It is promoted along with the other key elements of KSU being a land grant university and an HBCU.

CEO noted that the focus groups did not mention the program or how it is used to attract high performing students.	Program brochures are passed out at recruiting events and at freshman orientations.
<b>V. Advancement and Upward Mobility</b>	
1. The university should identify and inform faculty and staff of programs intended to assist with career advancement or terminal degree completion. KSU should disseminate materials that highlight the SREB Doctoral Scholars Program and encourage junior faculty or staff to participate in the programs.	This issue will be addressed in the re-definition of the Human Resources Department described in the Communications Section #3. The University intends to put together a brochure on the SREB Program and other opportunities for junior faculty and staff. Based on a survey of faculty, the University intends to provide peer mentors to junior faculty and will insure that career development and advancement materials are made available.
2. KSU should review strategies currently in place to ensure that policies that promote and result in the desired outcome are available to faculty and staff. Discussions among the focus group members did not indicate the existence of a formal plan for career development or advancement.	See #1 of this section.